



**Strategic Decisions and
Organizing Business Plan
for a national alliance to be known as the
Personal Air Transportation Alliance (PATA)**

prepared by

Mr. Paul Masson- StarNet, LLC

based on a plan initially prepared with

Mr. Robert Dunn, BCI

Mr. Jack Olcott, General Aero

Update: March 15, 2005

A private sector led alliance to be known as
Personal Air Transportation Alliance (PATA)

Table of Contents

Background.....	4
Concept: Emerging Transportation Model Based on Changing Personal Air Transport Industry.....	4
Working Group.....	5
Distinction from Existing Groups.....	5
Statement of Purpose.....	6
Vision: What is the vision of the PATA Alliance?.....	6
Mission: What is the mission of the PATA Alliance?.....	6
Objectives: What are the objectives of the Alliance?.....	6
Strategic Decisions.....	7
Joint Work Categories: What will be the range of joint work undertaken by the Alliance?.....	7
Outputs: What will be the common outputs of PATA?.....	8
Business Plan: Organizing Approach.....	10
Organizing Phases: What would be the organizational process and resulting structure of the Alliance?.....	10
Membership: What types of organizations will PATA include as members?.....	10
Organizational Structure: What will be the Alliance organizational structure?.....	11
Governance: What will be the type, size, structure and representation on the Governing body?.....	12
Legal: What will be the Alliance legal vehicles?.....	12
Operating Functions: What will be the operating functions of the Alliance?...	12
Staffing: What will be the personnel staffing of the Alliance?.....	12
Financial Resources: What will be the type and source of resources used to support the Alliance?.....	13
Appendix A: Operating Procedures: Begins March 2006+	14
Appendix B: Budget for 2006 Operating Year.....	16
Appendix C: 2006 Operating Year Budget Assumptions.....	17

Purpose

This document is a summary of the strategic decisions and business plan to form an industry-led collaboration known as the Personal Air Transportation Alliance (PATA). This document is designed be used for distribution to existing members Board and Steering Committee. A summary of this document will be made available to potential new members.

Proposed PAT Alliance Personal Air Transportation (PATA)

Background

Concept: Emerging Transportation Model Based on Changing Personal Air Transport Industry

A growing number of private firms are investing new resources to create a variation of air-taxi transportation that will increase personal aviation transportation options. The new firms and investments are motivated by the limited range of transportation solutions available for on-demand, point-to-point transportation.. The collective impact of the investments is creating a new transportation model that combines:

- Small airports- Use of 4500+ small airports
- New aircraft- A new generation of new small aircraft with performance capabilities made possible by new technology
- New operating procedures- Changes in government approved operating procedures
- New business models- New business models that match passenger travel demand with aircraft fleets

The new transportation model includes concepts defined and partially tested in the Small Aircraft Transportation System (SATS) project sponsored by NASA and NCAM, but due for termination at the end of 2005. In addition, the model also reflects concepts adopted by the Department of Transportation's Joint Planning and Development Office (JPDO) plan for the Next Generation Aviation Transportation System (NGATS), which will guide the Federal Aviation Administration's plans for the foreseeable future.

The potential growth of this model to benefit the nation will be affected by the relationship between the emerging and transforming air-taxi firms and their key suppliers. The suppliers, in turn, will be affected by the streams of evolving technologies emerging from the nation's academic and government managed aviation research institutions. Finally, the spreading benefits to regions will be affected by coordination with state aviation authorities and their regional economic development counterparts.

There is currently no industry-led group that can act as a forum for the leaders of these linked organizations to define their common concepts and pool knowledge that will support the emerging personal aviation transportation model. This model may, indeed, be the foundation for a new innovative transportation system, based on small aircraft and airports. The emergence of this new model increases the need to define common concepts, technologies, and processes not only within industry, but also with Federal, state and local authorities, drawing on the best of our nation's research institutions.

The successful deployment of this model can offer frequent and safe transportation from every runway in America. This plan describes the approach of a group of air-taxi companies, key suppliers, and SATS project participants, to lead the formation of a national alliance to be known as:

Personal Air Transportation Alliance (PATA)

Working Group

The proposed Personal Aviation Transportation Alliance (PATA) will continue to operate as a form of collaboration to combine knowledge of members to define positions on issues of common interest. Working groups often include diverse organizations that cut across existing industrial supply chain sectors and governmental units keyed off new technologies that raise issues of common concepts, architectures, and systems interfaces.

Distinction from Existing Groups

The proposed Personal Aviation Transportation Alliance would operate with a mission and membership specific to influencing the creation of a small aircraft and airport based transportation system led by the changing air-taxi industry. Its mission would be narrower than that of existing general aviation and air transportation coalitions, and it will operate to be compatible with the emerging Next Generation Aviation Transportation System (NGATS) roadmap.

Statement of Purpose

Vision: What is the PATA vision?

An effective alliance composed of aviation industry leaders established for the protection, safety, and enhancement of personal air transportation.

Mission: What is the PATA mission?

To identify, articulate, and promote those concepts, technologies and processes that facilitate frequent and safe personal air transportation from every runway.

Objectives: What are the objectives of the Alliance?

- **Pool knowledge and support research** and development of technologies and processes that will provide value to the personal air transportation industry as a basis for an emerging small aircraft transportation system through contributions to:
 - o The Next Generation Air Transportation System (NGATS) National Roadmap
 - o Development of common operational concepts
 - o Development of common technologies and systems architectures
 - o Development of standards and interoperability for targeted technology systems
 - o Creation of common certification paths
 - o Expanded availability of new aircraft with lower operating costs
- **Create public understanding** and acceptance of the value, safety, and use for air-taxis as a reflection of a new small aircraft based transportation system
- **Facilitate** the personal air transportation system deployment by the **establishment of links** between new aircraft, expanded small airports, and new air traffic systems concepts and technologies

Strategic Decisions

Joint Work Categories: What will be the range of joint work undertaken by the Alliance?

- **Transportation Needs Scenarios:** Creation of a fixed range of scenarios regarding transportation needs to be met by point-to-point travel via small aircraft and small airports. This work could include longitudinal measurement of market demand and acceptance. For example, the Alliance could:
 - o Pool market demand analyses driving business plans
 - o Pool business plans to project airspace impact
 - o Pool market demand analyses and business plans to identify regional patterns
- **Operating Concepts:** Operating system concepts that reflect the conditions necessary to support the transportation needs scenarios. For example, the Alliance could:
 - o Pool operating plans to project operational control patterns

To support operating concepts for:

 - o Lower landing minimum capability
 - o Higher volume operations (non-radar airports) capability
 - o Total situational awareness (self separation)
 - o Pilot training for new vehicles and projected volumes
- **Systems Principles:** Systems principles for aircraft, airspace, airports and personnel to implement the operating concept consistent with the emerging national civil aviation transportation plans.
- **Standards and Certification Paths:** Research that will provide a basis for advocacy of standards and common certification paths of technologies and engineered systems that implement the systems principles. Promote methods for consistent regulation.
- **Standards for Crew and Operational Implementation of Point-to-Point Air Transportation Service:** Research that will provide a basis for standards of crew qualification, regulations and operations that promote the safe transportation system for hire based on a small aircraft transportation system.
- **Communications and Education:** Communications and education programs that project the value, safety and ease-of-use provided by the air-taxi system as an element of the emerging small-aircraft, small airport transportation system.
- **Value Measurement:** Research that ranges from economic development impacts to such performance improvements as safety, security and reduction of environmental impacts.

Outputs: What will be the common outputs of PATA?

The PATA Alliance will generate reports, analyses with recommendations that are proprietary to the Alliance. Rights and usage of the reports will be limited according to membership level. The Alliance will generate at least six outputs:

- **Transportation Roadmap:** A roadmap that identifies how the transportation needs scenarios would be met. The roadmap would draw from the SATS project roadmap; be more detailed than the NGATS national roadmap, and would address issues specific to the changing and emerging air-taxi industry for small aircraft, e.g. small turboprop and very light jets
- **Position Papers:** Position papers covering transportation needs, systems concepts, technologies, certification paths and economic impacts. The studies will support coordination with Federal, state and local authorities. The position papers on regulatory issues would be coordinated through existing trade associations to avoid duplication of effort.
- **Operating Guidelines:** Analyses and proposed operating guidelines for personal air transport operators, airport operators, air systems interface. Operating guideline will include such topics as crew operations, common maintenance practices, common airport security procedures, common interface with national security services, and common interface with changing air traffic management systems.
- **Systems and Technical Guidelines:** Analyses and technical guidelines, including proposed standards, for both systems and component technology. Systems and technical guidelines will include such topics as aircraft/pilot interface, single pilot operations, en route procedures, communications requirements, and airport upgrades.
- **Value Analyses:** Analyses that propose approaches to understand the measurable values in terms of economic impact, safety and security.
- **Public Information:** Regarding the east-of-use, safety, security and economic value of small aircraft and personal air transportation systems.

Uses: What will be the uses of the common outputs of PATA?

The PATA outputs will be used in the following ways:

- **Common Industry Definition:** The position papers will provide members with a common reference point to define the changing air taxi industry model with regard to personal air transportation.

- **Federal Government Interface:** The transportation needs scenarios, roadmaps, and systems concepts will be used to interface with Federal civil aviation authorities.
- **State, Local Government and Airport Authority Interface:** The position papers will be used to define proposed state aviation policy and local airport requirements.
- **Trade Association Interface:** The position papers will be shared with trade associations to address common regulatory issues.
- **Intra-Alliance Supplier Alignment:** The position papers will provide members a common framework to align buyers and suppliers within the changing air taxi industry model.

Business Plan: Organizing Approach

Organizing Phases: What would be the organizational process and resulting structure of the Alliance?

The Personal Air Transportation Alliance is moving into the third phase of organizational development: (See Organizing Phases below for detail).

- **Phase 1- First Half 2005- Founding-** Develop the basic concept, invite core sponsorship/membership, coordinate with key Federal and state authorities, define full organizational approach.
- **Phase 2- Second Half 2005-Member Expansion-** Offer expanded membership that engages in finalizing organizational structure, working group topics, and establishes working relationship with Federal and key state authorities.
- **Phase 3-2006 Launch Operations-** Develop a comprehensive membership organization that implements the expansion of membership and working teams to generate the analyses, studies, and positions papers to advance the PATA interests.

The remainder of this plan describes the First Operating Year business plan for the Alliance.

Membership: What types of organizations will PATA include as members?

The PATA be open to any US foreign organization or legal entity interested in supporting the PATA Mission. Members would be admitted in six different interest areas:

Membership Category	Type of Organization
Principal Commercial Members:	Commercial firms interested in PATA strategic direction influence on the changing personal air transportation operating model, including impacts on Next Generation Aviation Transportation System (NGATS)
Associate Commercial Members:	Commercial firms interested in the technical systems concepts, their adoption into the personal air transportation model, and support via certification paths
Supporting Commercial Members	Commercial firms interested in monitoring and contributing to personal air transportation concepts and technologies
Academic and Research Institutions	Academic and research organizations interested in undertaking or linking existing research regarding the changing

	air-taxi industry and its links to NGATS, e.g. SATS Labs
Associations	Professional, public interest and trade associations interested in providing input to and monitoring the creation of positions for the changing air taxi industry.
Government Organizations	Federal, state and local government organizations interested in monitoring and coordinating their activities with the changing air-taxi industry and its key suppliers

Organizational Structure: What will be the Alliance organizational structure?

The Alliance would operate with a five part organizational structure:

- Board of Directors- Sets vision and strategy; develops and maintains the PATA roadmap; elected from respective membership categories. The Board shall elect a Chairman and a Vice Chairman that will act as the Alliance leadership team.
- Leadership Team- The Chair and Vice-Chair will be delegated officer authority to act on behalf of the Alliance; representing its interests; making commitments on behalf of the Alliance; and working with the Management to develop an annual plan to achieve the Alliance strategic objectives.
- Management and Administration Team- An individual retained to act as the Alliance chief executive; responsible for the day-to-day management implementation of the annual plan, including provision of administrative services.
- Working Groups- 2006 and 2007 teams formed among members to develop positions on topics including, but not limited to:

2005-2006 Teams

- o Personal Air Transportation Definition- Definition of the distinct business and operating model for personal air transportation made possible by advances in aircraft, airports, airspace operations and business models of air-taxi operators.
- o Markets- Definition of the market needs, size and segmentation to be served by the PATA transportation model.
- o Concepts of Operations- PATA air transportation concepts that contribute to the national NGATS and reflect the operating models of personal air transportation providers.
- o Value: Economic, Safety and Security- Define issues, analyses, models and solutions to project economic value, assure safety, and provide for security operations of personal air transportation operators.
- o Public Education- Creation and dissemination of information and messages to targeted audiences.

- o Airports- Definition of airport grades by function according to different levels of operations capabilities.

2007 Teams

- o Research and Technology - Targeted areas of systems studies, technology evaluations, and/or technology development necessary to translate concepts of operation into systems standards to support certification paths.
- Public Education and Advocacy Team- One or more retained individuals or firms to communicate Alliance information to different interest groups and advocate for the Alliance positions.

Governance: What will be the type, size, structure and representation on the Governing body?

The governing during the third stage of organization will be a nine member Board of Directors composed of:

- ☐ Principal Commercial Members- Six voting board members
- ☐ Associate Commercial Members- Two voting board members
- ☐ Supporting Commercial Members- One non-voting observing board member
- ☐ Academic and Research Organizations- One voting board member, one non-voting observing member
- ☐ Governmental Organizations- Two non-voting observing members

Legal: What will be the Alliance legal vehicles?

- Corporate Legal Vehicle

The Alliance will begin 2006 as an un-incorporated, mutual benefit association, with plans to transform into a non-stock, non-profit, mutual benefit association chartered to undertake research and education in the field of small aircraft and airport transportation systems. The corporation will file for tax exemption in the category of providing public benefit through science, research and education (tax code section 501-c-3).

- Anti-Trust

The Alliance will invoke the anti-trust protection for collaborative research. It is important that this be done before any detailed market information is shared among members. Any legal agreements with the government will be based on cooperative agreements and other similar transactions that support cooperative research programs.

- Protection of Proprietary Information

The Alliance will establish a policy of requiring all proprietary information exchanged among members to be marked with the creator's ownership designation and rights restrictions. The alliance will arrange for management services that are contracted to require vendors to disclose all clients with potential conflicts of interest. All vendors, including StarNet, will operate under blanket non-disclosure agreements that extend non-competition requirements to employees and contractors for a residual of 3 years after the Alliance, employment, or contract service terminates, whichever is earlier.

Operating Functions: What will be the operating functions of the Alliance?

The Alliance will build the following operating functions over the course of 2006 and into early 2007. The functions are listed according to the hierarchy of Alliance functions:

- Membership Recruitment and Services- Membership information packages, recruitment, intake, annual meetings, delivery of outputs per rights, enforcement of obligations per membership category
- Governance and Leadership Support- Organization, documentation, and support of the Board of Directors and Leadership meetings (decisions) and actions
- Legal Resources- Access to external legal counsel for corporate and anti-trust purposes
- Management- Management systems and administrative support to implement the Alliance strategy & plans (See Detailed G&A below); coordination of actions per to leadership direction and Alliance policy/procedures (e.g. member rights/obligations)
- Workteam Support- Workteam formation, procedures, operations, meetings arrangements, facilitation, output capture and distribution
- Secondary Research Support- Identification, collection and delivery to workteams & members of existing research to address Alliance issues and advocate positions
- Output and Knowledge Base Maintenance- Capture, control and distribution of Alliance outputs and secondary research knowledge base
- Intellectual Property Management- Policies, procedures, documentation and control of Alliance intellectual property, both background and jointly owned
- Public Education- Public information media content, images, messages, mediums (e.g. website, releases, etc) and relationships to communicate Alliance information; liaison with associations and public groups for Alliance representation at public events; scheduling Alliance Board, leadership and members at public venues
- Public Liaison and Advocacy- Communication with and advocacy to public organizations, Federal and state, of Alliance positions on all topics; coordination with Federal and state organizations for Alliance participation in policy and program formulation
- Public Media Response- Rapid response to public media on issues that affect alliance strategy and operating concepts, e.g. use of small aircraft, upgraded airports, regional economic impact, etc.
- General & Administrative- Central office, administrative staffing, meetings support, financial management, knowledge base (reports) archival, website, communications systems (internal and external)

Possible future functions for 2007 include:

- Primary Research & Technology Program Mgt.- Primary research and technology project & program creation, funding, contracting, management and reporting
- Public/Private Partnership Management- Creation and operation of organizing bodies to coordinate alliance activities with Federal and State agencies and laboratories on a program and project basis

Staffing and Services Contracting: How will the alliance retain the capabilities and personnel to implement the functions?

The alliance will pool funds through a fiduciary manager that will coordinate the acquisition of all services through one alliance manager, StarNet, LLC. StarNet, LLC, Paul Masson, will either 1) fund individuals or firms already identified to fulfill Alliance functions or 2) screen and secure Leadership agreement to fund organizations to fulfill Alliance functions. The current 2006 plan to fill alliance functions is:

- Management+ StarNet, llc:- StarNet and Paul Masson would act as the Alliance manager and supply: Membership Recruitment and Services; Governance and Leadership Support; Management; Workteam Support; Secondary Research Support; Output and Knowledge Base Maintenance; Intellectual Property Management and General & Administrative services.
 - o StarNet network: Paul Masson, Irene Lang, Keith Gale and Bill Lennett
- Legal Resoruces- TBD, StarNet, llc has pre-screened three law firms, of which two appear to meet Alliance requirements: Pillsbury Winthrop and Morrison, Foerrester.
- Public Education- TBD, September Moon has expressed interest.
- Public Liaison & Advocacy- Robert (Bob) Dunn of BCI through year-end 2006. Bob does not, at this point in time, have an interest in continuing this role beyond 2006.
- Public Media Response- Two options have been developed
 - o Existing PATA Team: Jack Olcott, Bob Dunn and Paul Masson would form a team to respond to 1) the public media, 2) federal and state government and 3) the investment industry/media on a rapid response basis as needed
 - o Specialized Firm: The alliance could retain a specialized, public relations & response firm with knowledge of Washington to handle all inquiries.
- Topic Workteams- The key resource is time of personnel from member organizations to compile and present information at joint working teams

sessions. This means their management must provide some degree of overhead time and travel for participants.

Financial Resources: What will be the type and source of resources used to support the Alliance?

The Alliance will cover its core operating expenses, for the foreseeable future, from member dues. The dues structure has been designed to reflect core business commitment to the deployment of the Personal Air Transportation model.

- Principal Commercial Members: \$30000 per year
- Associate Commercial Members: \$20000 per year
- Supporting Commercial Members: \$3000 per year
- Academic and Research Institutions: \$2500 per year
- Associations: \$1500 per annum
- Government Organizations:
 - o Federal Agency or Laboratory \$3500 per annum
 - o State Agency or Laboratory \$2500 per annum
 - o Regional Transportation Authority \$1000 per annum
 - o City or County Organization \$1000 per annum

Appendix A: Operating Procedures: Begins March 2006+

A. Establish Membership: The membership for any given year of the Alliance shall be established no later than the quarter of the prior year, October to December. Membership shall be confirmed by completing a membership application that confirms the organization's commitment to the PATA purpose, objectives, and agreement to provide resources. At that time, membership shall consist of one representative from each member organization.

There shall be four levels of membership:

Membership Category	Rights & Obligations	Resource Contributions
Principal Commercial Members:	Eligible for six voting Board seats, Alliance Leadership Positions and technical team leadership; receives all PATA Outputs	\$30000 per annum and participation on working teams
Associate Commercial Members	Eligible for Two voting Board seats; not eligible for Alliance leadership; eligible for technical team leadership; receives PATA Outputs unless restricted by Board	\$2000 per annum and participation on working teams
Supporting Commercial Members:	Not eligible for Board, Alliance leadership or technical team leadership; receives PATA systems outputs as approved by the Board	\$3000 per annum and participation in working teams
Academic and Research Institutions	Eligible for One voting Board seat; Eligible for one non-voting Board seat; receives PATA systems outputs unless restricted by Board	\$2500 per annum and participation on working teams
Associations	Not eligible for Board, leadership or work teams; receives PATA systems outputs unless restricted by Board	\$1500 per annum
Government Organizations	Eligible for two non-voting Observer positions on Board; receives PATA Outputs unless marked 'commercial proprietary' or restricted by Board Decision	\$2500 per annum per organizational unit, and participation on working teams

B. Establish Governance: Members of the Alliance shall elect a nine member Board for a one-year term. The Board shall be composed of four principal members, two supporting members, and one academic and/or research institution member. Each member shall have one vote regarding Board decisions. The Board shall have the option to appoint up to two, non-voting "observing members" from the academic and government membership category.

C. Establish Leadership: The membership of the Board shall elect from its members a Chair and a Vice Chair. The Chair shall be empowered establish the agenda and conduct Board meetings, and to represent and make commitments on behalf of the Alliance. The Vice Chair shall act in absence of the Chair. The Board shall also designated leaders for each working teams. The Chair, Vice-Chair, and leaders of the working teams shall constitute a Steering Committee for the Alliance. The Leadership team shall develop an annual plan for the Alliance. The Board will retain an Alliance manager to provide services and support as required, and provided for in the annual plan.

D Meetings: The first year's Board will meet to determine a long-term strategy and business plan for the Alliance, including a legal and organizational format. The Board shall meet at least quarterly each year. The Alliance facilitator will contact the members of the Board for any given year to identify a mutually convenient meeting date. Once the date has been set, the Facilitator will notify members with at least 15-business days notice. Methods of communication can be phone, fax, first class mail or electronic mail. Members shall respond within 5 business days of their intent to attend the Board meeting. These methods of communications shall be acceptable for all Board Meeting information exchanges.

E. Quorum: A quorum of the Board will be constituted by a majority of voting Board members for any given year.

F. Agenda and Background Materials: An agenda and related background information for discussion will be prepared and distributed by the Facilitator within a reasonable period of time before the established meeting date. The Facilitator will endeavor to prepare to distribute the information no later than three business days prior to the Board meeting.

G. Attendance: Members may attend by sending a designated representative to the location of meeting notice, or participating by telephone communication.

H. Minutes: The Facilitator will provide a recording secretary to prepare minutes reflecting the members present, decisions made, and those in support and opposition to each decision. A copy of the minutes of each meeting will be circulated to each Board member for approval,

I. Additional Governance: The Board may establish additional governance for its operation or alter its operational procedures, but not its scope or purpose.

Appendix B: Budget for 2006 Operating Year

Category/Period	1Q	2Q	3Q	4Q	Total
Revenue					
Member Dues					
	\$186,000.0				
Private Sector	0	\$0.00	\$0.00	\$136,000.00	\$322,000.00
Academic/Research	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Associations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Federal	\$3,500.00	\$0.00	\$0.00	\$3,500.00	\$7,000.00
State & Local	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Interest Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenue	\$189,500.0				
	0	\$0.00	\$0.00	\$139,500.00	\$329,000.00
Program Expenses					
Program Management	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Research Programs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Program Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
General & Administrative					
Advertising	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Accounting & Bookkeeping	\$1,450.00	\$450.00	\$450.00	\$450.00	\$2,800.00
Administrative Support	\$800.00	\$1,400.00	\$1,200.00	\$1,400.00	\$4,800.00
Banking	\$30.00	\$30.00	\$30.00	\$30.00	\$120.00
Depreciation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Equipment Expense	\$1,200.00	\$0.00	\$0.00	\$0.00	\$1,200.00
Legal Fees	\$0.00	\$1,000.00	\$1,000.00	\$8,000.00	\$10,000.00
Licenses & Permits	\$750.00	\$0.00	\$0.00	\$0.00	\$750.00
Management Services	\$21,600.00	\$27,000.00	\$37,800.00	\$43,200.00	\$129,600.00
Office Expense-Mgt.	\$300.00	\$200.00	\$100.00	\$200.00	\$800.00
Office Expense-Govt Liaison	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00	\$4,400.00
Office Rental	\$240.00	\$0.00	\$0.00	\$0.00	\$240.00
Postage & Couriers	\$300.00	\$100.00	\$20.00	\$60.00	\$480.00
Pro Services- Govt Liaison	\$28,800.00	\$28,800.00	\$28,800.00	\$28,800.00	\$115,200.00
Pro Services- Public Response	\$18,750.00	\$18,750.00	\$18,750.00	\$18,750.00	\$75,000.00
Pro Services-Other	\$600.00	\$3,000.00	\$1,800.00	\$1,800.00	\$7,200.00
Public Relations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel					
Transportation	\$900.00	\$1,800.00	\$1,600.00	\$3,000.00	\$7,300.00
Lodging	\$450.00	\$900.00	\$800.00	\$1,500.00	\$3,650.00
Meals & Entertainment	\$150.00	\$200.00	\$300.00	\$400.00	\$1,050.00
Utilities	\$300.00	\$450.00	\$450.00	\$600.00	\$1,800.00
Total G & A Expense	\$77,720.00	\$85,180.00	\$94,200.00	\$109,290.00	\$366,390.00
	\$111,780.0				
Net Operating Revenue	0	(\$85,180.00)	(\$94,200.00)	\$30,210.00	(\$37,390.00)
Reserves	\$0.00	\$111,780.00	\$26,600.00	(\$67,600.00)	

Appendix C: 2006 Operating Year Budget Assumptions

Period: Twelve months beginning February 2006

Revenue

1. **Member Dues-** Twenty founding members join in the following categories:
 - A. Commercial
 1. 7 Principals at \$30000 per annum
 2. 5 Associate at \$20000 per annum
 3. 2 Supporting at \$3000 per annum
 - B. 4 Academic and Research \$2500 per annum
 - C. 0 Associations at \$1500 per annum
 - D. Government:
 1. 2 Federal Agency or Laboratory \$3500 per annum
 2. 0 State Agency or Laboratory \$2500 per annum
 3. 0 Regional Transportation Authority \$1000 per annum
 4. 0 City or County Organization \$1000 per annum
2. **Member Research Funding: Commercial, Federal, State:** \$0K
3. **Grants:** \$0K
4. **Member Contributions-** \$0K
5. **Other-Interest-** \$840 on accumulated balances @ 2% pa fiduciary rate

Programs/Projects

9. **Program/Projects-** \$0K

General and Administrative

10. **Advertising-** None
11. **Accounting-** 3 hours month @ \$50/hr, 20 hours setup for program accounting
12. **Administrative Support-** 20 hours month @ \$20/hr
13. **Banking-** \$10 month fiduciary accounting fees
14. **Depreciation-** None
15. **Equipment-Expenses-** \$1200 upgraded small scale remote access server
16. **Legal Fees-** \$10,000 for organizational setup, anti-trust and risk consulting (\$200/hr)
17. **Licenses and Permits-** \$750 for organizational permits
18. **Management-** Masson 108 days @ \$1200 = \$129,600
19. **Meetings-** \$1000 for facilities and local services
20. **Office Rental-** None
21. **Office Expense-**
 - Primary Mgt. Office- \$600 p/a
 - Gov't Liaison: \$ 4,400 p/a
22. **Postage and Couriers-** \$240
23. **Professional services-**
 - Gov't Liaison/Advocacy- Dunn 72days @ \$1600/day = \$ 115,200
 - Public Response- Olcott estimated \$75,000 per annum
 - Information Systems- \$2400 for configuration & maintenance remote server
 - Web Development & Maintenance- \$2400 (48 hours @ \$50/hour)
 - Tax- 16 hours \$150/hour = \$2400
24. **Public Relations-** None
25. **Travel-**
 - Board- \$2000 (2 trips @ \$1000/trip)
 - Management- \$7000 (7 trips @ \$1000/trip)
 - Professional-Gov't Liaison- \$3000 (4 trips @ \$750/trip)
26. **Utilities-** \$1800 (\$150/mo)